


# Memo

**To:** Mayor and City Council  
**From:** Stevan E. Kvenvold   
**Date:** February 3, 2005  
**Subject:** Review of RCVB Marketing Plan

A couple of recent matters have reduced the Mayor and Council's oversight over the activities of the Rochester Convention and Visitors' Bureau (RCVB).

A couple of years ago, the hotel/motel tax was increased from 3% to 4%. With this change, the Mayor/Council agreed that ½ or 2% of these revenues would automatically be granted to the RCVB. This change negated the need for the Mayor/Council to determine the yearly sum of money to be allocated to the RCVB.

A recent change in RCVB bylaws eliminated the requirement for the Mayor/Council to approve the RCVB budget and reduced the City's representation on the RCVB board.

The Council did express some concerns over the lack of City involvement and indicated that the Mayor/Council should review the RCVB marketing plan in order to ensure that the Mayo Civic Center was being adequately marketed by the RCVB.

Enclosure



# Mayo Civic Center

February 1, 2005

## MEMO

**To:** City of Rochester Committee of the Whole

**From:** Donna Drews, Mayo Civic Center

**CC:** Roy Sutherland, Superintendent Parks & Recreation  
Stevan Kvenvold, City Administrator  
Michael Smith, Bruce Fairchild, Rod Toomey, Linda Grigoleit, Bill McCollom & Dennis Hanson, RCVB Executive Committee

**Subject:** Rochester Convention & Visitors Bureau 2005 Marketing Plan - Mayo Civic Center Impact Summary

Briefly, the Rochester Convention & Visitors Bureau's 2005 Marketing Plan includes measurable goals and objectives impacting the Mayo Civic Center as follows:

- Hire a third party agency to create a destination brand encompassing all of Rochester and usable for promotion of Mayo Civic Center facilities and services
- Conduct a minimum for 40 site visits by qualified potential Civic Center users
- Schedule familiarization tours for targeted qualified customers requiring convention, tradeshow or meeting facilities for 500+ attendees
- Actively seek new Civic Center users through research and various industry-related organizations, networks, markets and direct sales
- Produce an updated Mayo Civic Center brochure
- Using a team approach, develop a "proposal process" with input from Civic Center staff
- Include Mayo Civic Center in all advertising and promotional pieces
- Create a CD/DVD to promote Rochester and the Mayo Civic Center as a convention, tradeshow, athletic and hobby destination
- Update photography of Civic Center events for RCVB and Civic Center websites, brochures and meeting planners guide
- Include Civic Center staff when planning special events, promotions and bid presentations
- Civic Center Director will continue to serve as an ex-officio member to the RCVB Board and RCVB Executive Committee

The RCVB Board and Executive Committee have made great strides in addressing concerns regarding the direction of the Convention Bureau and its responsibility to promote and sell the Mayo Civic Center. With the support and cooperation of the hospitality community, the Civic now serves as an active partner in the preparation and presentation of bids and proposals, serving on committees and assisting with the activities and opportunities that create a sense of ownership and belonging. Communication has improved and together, we are working to create a unified, team approach. There is little doubt that all of Rochester will benefit from this much-improved process.

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**Rochester Minnesota Convention and Visitors Bureau  
2005 Proposed Budget**

Accounting Code	Description	2005 Budget	2004 Projected	2004 Budget	Notes
<b>INCOME</b>					
4101	City of Rochester	\$ 1,393,600.00	\$ 1,353,000.00	\$ 1,327,600.00	50% of estimated total lodging tax
4201	MOT Partnerships	\$ 10,000.00	\$ 10,180.00	\$ 12,000.00	Based on 2005 partnership max application
4910	Interest Income	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	Est. continued low interest rates
4310	Revenue from Reserve	\$ 36,900.00	\$ -	\$ 31,417.00	2005 = trfr from reserve for subsidy bal.
	Revenue from Reserve	\$ 69,119.00			Additional reserve to balance budget
<b>Total Income</b>		<b>\$ 1,514,619.00</b>	<b>\$ 1,368,180.00</b>	<b>\$ 1,376,017.00</b>	

<b>PERSONNEL</b>					
5101	Salaries	\$ 461,000.00	\$ 438,100.00	\$ 445,000.00	
5103	Payroll Taxes	\$ 37,710.00	\$ 38,000.00	\$ 42,275.00	
5104	Employee Benefits	\$ 72,000.00	\$ 62,510.00	\$ 69,800.00	
1-5104	Medical Insurance	\$ 60,000.00	\$ 51,170.00	\$ 57,800.00	July policy renewal w/estimated 5% incr.
2-5104	Long Term Disability & Life	\$ 12,000.00	\$ 11,340.00	\$ 12,000.00	Est. 4% premium increase
5105	Pension Contributions	\$ 25,000.00	\$ 21,500.00	\$ 20,000.00	6% contribution following 12 mo. Employ
5106	Workers Compensation	\$ 1,700.00	\$ 1,686.00	\$ 1,300.00	
5109	Bonus & Incentive	\$ 25,000.00		\$ 25,000.00	6 sales mgrs + conv. services + yr end team
<b>Total Personnel</b>		<b>\$ 622,410.00</b>	<b>\$ 561,796.00</b>	<b>\$ 603,375.00</b>	

<b>ADMINISTRATIVE</b>					
5211	Rent	\$ 87,000.00	\$ 87,000.00	\$ 87,000.00	Office space + kiosk space
5219	Utilities	\$ 3,800.00	\$ 3,633.00	\$ 3,000.00	Electric & heat
5220	Office Maintenance	\$ 4,500.00	\$ 4,430.00	\$ 4,200.00	Office cleaning x \$370/mo.
5205	Telephone	\$ 12,000.00	\$ 11,000.00	\$ 12,450.00	
1-5205	Office	\$ 12,000.00	\$ 10,000.00	\$ 12,000.00	
2-5205	Cellular		\$ 1,000.00	\$ 450.00	GVB no phone, RASC moved
5221	Parking	\$ 4,800.00	\$ 5,200.00	\$ 4,900.00	\$40/mo parking allowance x10+ FTE
5216	Professional Services	\$ 34,350.00	\$ 28,016.00	\$ 27,500.00	
1-5216	Accounting Services	\$ 13,500.00	\$ 8,095.00	\$ 6,500.00	
2-5216	Year-End Audit	\$ 3,850.00	\$ 2,750.00	\$ 3,000.00	
3-5215	Technical Support	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	Network support
4-5216	Miscellaneous		\$ 171.00	\$ 1,000.00	Delete
5200	Depreciation & Amortization	\$ 23,000.00	\$ 24,720.00	\$ 27,000.00	
5202	Dues & Subscriptions	\$ -	\$ -	\$ -	
5212	Banking Fees/Charges	\$ 200.00		\$ 400.00	Monthly fees & add'l check supplies
5203	Postage	\$ 20,500.00	\$ 19,000.00	\$ 21,000.00	Postage for new guide is more
1-5203	Metered & Bulk	\$ 19,000.00	\$ 18,000.00	\$ 19,000.00	
3-5203	Express	\$ 1,500.00	\$ 1,000.00	\$ 2,000.00	
		\$ -		\$ -	

**ADMINISTRATIVE (CONTINUED)**

5204	Office Supplies	\$ 12,000.00	\$ 11,000.00	\$ 14,000.00	
5201	Local Travel & Meetings	\$ 7,500.00	\$ (1,700.00)	\$ 6,000.00	
1-5201	Local Meetings & Mileage	\$ 3,000.00	\$ 2,500.00	\$ 3,000.00	
2-5201	Board Meetings	\$ 4,500.00	\$ (4,200.00)	\$ 3,000.00	Exec. x 50/mo & BOD=250/mtg + yr end
5208	Equipment Repair & Maintenance	\$ 8,000.00	\$ 7,500.00	\$ 9,500.00	Copier, software, postage machine
5207	Equipment Purchase	\$ -	\$ -	\$ -	
5218	Internet & Email Access	\$ 3,500.00	\$ 2,912.00	\$ 2,700.00	\$214/mo + postini
5210	Insurance	\$ 2,400.00	\$ -	\$ 2,700.00	
1-5210	Board of Directors	\$ 1,400.00		\$ 1,400.00	
2-5210	Office Contents	\$ 1,000.00		\$ 1,300.00	
5213	Temporary Help (Contracted Labor)	\$ 1,000.00	\$ 410.00	\$ 1,000.00	Trfr'd \$2,000 in 2004 to RASC line
5206	Storage	\$ 800.00		\$ 1,500.00	2 storage areas - Galleria & Kahler
5217	Professional Development	\$ 13,900.00	\$ 14,929.00	\$ 16,200.00	
1-5217	ACOM	\$ 1,900.00	\$ 1,736.00	\$ 1,900.00	Honolulu - Conf. + annual dues
2-5217	IACVB	\$ 4,000.00	\$ 3,919.00	\$ 3,500.00	San Diego 2005 - Add Dir of Mkt in 2005
3-5217	MACVB	\$ 1,000.00	\$ 400.00	\$ 1,500.00	2005 mtgs + annual conf. + \$840 dues
4-5217	SGMP	\$ 2,000.00	\$ 574.00	\$ 800.00	conf.in DC/showcase
	NASC		\$ -	\$ -	Moved to RASC Professional Development
5-5217	Other	\$ 5,000.00	\$ 8,300.00	\$ 8,500.00	2005 Training
5215	Recruitment Expense		\$ 377.00	\$ 2,000.00	DELETE
5214	Miscellaneous		\$ 512.00	\$ 4,000.00	DELETE

Total Administrative \$ 239,250.00 \$ 218,939.00 \$ 247,050.00

**CONVENTION SALES**

5305	Professional Affiliations (Membership Dues)	\$ 3,290.00	\$ 2,689.00	\$ 2,925.00	
1-5305	ASAE	\$ 275.00	\$ 275.00	\$ 250.00	American Society of Assn Exec.
2-5305	MSAE	\$ 490.00	\$ 490.00	\$ 450.00	MW Society of Assn Executives
3-5305	RCMA	\$ 100.00	\$ 100.00	\$ 100.00	Religious Conference Mgrs Assn
4-5305	SGMP	\$ 300.00	\$ 300.00	\$ 300.00	Society of Gov't Mtg Planners
	PCMA	\$ 350.00			
6-5305	CMCA	\$ 250.00		\$ 250.00	
7-5305	TRN	\$ 350.00	\$ 349.00	\$ 400.00	The Reunion Network
8-5305	CSAE	\$ 325.00	\$ 325.00	\$ 325.00	Chicago Society of Assn Executives
11-5305	IACVB	\$ 850.00	\$ 850.00	\$ 850.00	Int'l Assn of CVB's
5310	Sales Trips	\$ 13,000.00	\$ 12,500.00	\$ 24,000.00	
1-5310	Local/MN Sales Calls/Missions/Expenses	\$ 8,000.00	\$ 12,500.00	\$ 9,000.00	Blitz x 2=\$2,000; Event=\$3000 ; sales calls
2-5310	Out-State Sales Calls/Missions	\$ 5,000.00		\$ 15,000.00	5 Sales missions x \$2,500 ea. + contingent
5315	Trade Shows	\$ 16,500.00	\$ 32,249.00	\$ 37,500.00	
1-5315	RCMA	\$ 5,000.00	\$ 4,994.00	\$ 7,000.00	St. Louis, MO
2-5315	Destinations Showcase - DC	\$ 3,000.00	\$ 5,969.00	\$ 5,000.00	Washington, DC - booth \$2,295 + \$350/reg.
3-5315	Destinations Showcase - Chicago	\$ 3,000.00	\$ 4,235.00	\$ 3,600.00	Chicago, IL - \$2,195 + \$350/reg.
4-5315	ASAE	\$ 3,000.00	\$ 3,169.00	\$ 8,000.00	Nashville, TN
	PCMA	\$ 1,500.00			Expenses only, registration under 2004
7-5315	AAU		\$ 5,155.00	\$ 3,500.00	Moved to RASC
8-5315	TEAMS		\$ 4,844.00	\$ 3,500.00	Moved to RASC
9-5315	MSAE Expo		\$ 439.00	\$ 1,400.00	DELETE
10-5315	MSAE Fall Conference			\$ 500.00	DELETE
11-5315	SGMP		\$ 2,798.00	\$ 3,600.00	Moved to Prof. Development
14-5315	TRN	\$ 1,000.00	\$ 635.00	\$ 900.00	Rochester - 2005
15-5315	Miscellaneous Trade Shows		\$ 11.00	\$ 500.00	DELETE

# CONVENTION SALES (CONTINUED)

5320	Meeting Planner Familiarization Tour	\$ 12,000.00	\$	8,000.00	HRM Marketing, The Reunion Network
5325	Site Tours/Bld Presentations	\$ 9,000.00	\$ 15,000.00	\$ 15,000.00	Site tours (76 for 2005)
5330	Convention Advertising	\$ 8,000.00	\$	35,000.00	
	Sales Support	\$ 16,000.00			HRM and MINT
	Rebranding	\$ 50,000.00			(focus groups, research, and concepts)
5335	Collateral Materials	\$ 38,500.00	\$ 8,205.00	\$ 47,500.00	
1-5335	Meeting Planning Guide/Proposal Supplies	\$ 7,000.00		\$ 4,000.00	Mtg Planner Guide will include "how to" kit
2-5335	Booth Graphics		\$ 35.00	\$ -	No graphics needed in 2005
3-5335	Direct Mail Campaigns	\$ 5,000.00	\$ 4,000.00	\$ 9,000.00	Tradeshows postcards, Xmas, mtg planners
4-5335	Pre-Promotional Lure Brochure	\$ 5,000.00		\$ 7,000.00	Brochures + design
5-5335	Convention Lure Brochure & Newsletter		\$ 4,170.00	\$ 8,000.00	Brochure done 2004, Delete Newsletter
6-5335	Mayo Civic Center Facility Guide/DVD/CD	\$ 10,000.00		\$ 8,000.00	2000 printed guides, promotional DVD/CD
7-5335	CD/Photo Production	\$ 11,500.00		\$ 11,500.00	12 Venue incl. MCC + 5 destin. px @ \$500 + CD
5340	Resource Materials	\$ 1,500.00	\$ 1,100.00	\$ 1,500.00	
5345	Convention Subsidy	\$ 136,900.00	\$ 141,490.00	\$ 131,417.00	
1-5345	Mayo Civic Center	\$ 100,000.00	\$ 93,000.00	\$ 91,135.00	
2-5345	Other Venues (Fairgrounds/NVC/Field House)	\$ 8,000.00		\$ 6,000.00	
3-5345	Transportation/Parking	\$ 8,000.00	\$ 6,263.00	\$ 6,000.00	CCJW \$5,500
4-5345	RASC	\$ 20,000.00	\$ 41,347.00	\$ 28,282.00	
5-5345	Sponsorships	\$ 900.00	\$ 880.00	\$ -	
6-5345	Misc.			\$ -	DELETE
5350	Other Promotions	\$ 8,000.00	\$ 8,500.00	\$ 7,000.00	
1-5350	Specialty Items	\$ 8,000.00	\$ 8,500.00	\$ 7,000.00	Promo items for shows, sales calls, etc
5355	Miscellaneous Delete		\$ -	\$ 1,330.00	
Total Convention Sales		\$ 312,690.00		\$ 311,172.00	

## CONVENTION SERVICES

5410	Staffing/Volunteer Program	\$ 2,000.00	\$ -	\$ 2,000.00	Volunteer program added for proj. & compar.
5415	Printing/Signage	\$ 4,000.00	\$ 4,500.00	\$ 3,800.00	
	On-line Registration Service				DELETE
5420	Pre-promotion	\$ 4,000.00	\$ 2,500.00	\$ 2,500.00	Supplies & travel
5425	VIP & Misc. Services	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	VIP amenities
Total Convention Services		\$ 12,000.00	\$ 9,000.00	\$ 10,300.00	

## TOUR & TRAVEL

5510	Professional Affiliations	\$ 3,000.00	\$ 3,039.36	\$ 3,205.00	
1-5510	SMTA	\$ 3,000.00	\$ 2,184.36	\$ 2,400.00	\$1800 prtnrshp in lieu of Olm. Cty + mtg exp.
2-5510	Bluff Country		\$ 300.00	\$ 300.00	DELETE
3-5510	MN Innkeepers		\$ 180.00	\$ 155.00	DELETE
4-5510	Hospitality MN		\$ 375.00	\$ 350.00	DELETE
5515	Trade Shows	\$ 650.00	\$ 653.00	\$ 900.00	
3-5515	MN Office of Tourism Conference	\$ 650.00	\$ 653.00	\$ 900.00	2005 Breezy Point
5520	Travel Writer Fam Tours	\$ 100.00	\$ 48.00	\$ 500.00	
5525	Tourism Advertising	\$ 20,000.00	\$ 22,059.41	\$ 35,000.00	Print funded partly by partnerships
5530	Collateral Material	\$ 13,000.00	\$ 24,400.00	\$ 23,000.00	
1-5530	Visitor Guides	\$ 5,000.00	\$ 15,000.00	\$ 15,000.00	No increase in quantity, no redesign
2-5530	Calendar of Events	\$ 8,000.00	\$ 9,400.00	\$ 8,000.00	\$2000/qtr
3-5530	Maps	\$ -	\$ -	\$ -	
5535	Other Promotions	\$ -	\$ -	\$ -	
1-5535	Booth Graphics	\$ -		\$ -	
5540	Web Site Development & Maintenance	\$ 4,000.00		\$ 4,000.00	
Total Tour & Travel		\$ 40,750.00		\$ 66,605.00	

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**COMMUNICATIONS/PUBLIC RELATIONS**

5610	Recognition/Education	\$ 4,000.00	\$ 4,020.00	\$ 6,750.00	
1-5610	Hometown Hero Event			\$ 2,500.00	Combined with appreciation event in 2005
2-5610	Appreciation Event	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	Hometown Hero + Hosp.Partner Appreciation
3-5610	Local Familiarization Tour		\$ 20.00	\$ 250.00	DELETE
5615	Community/Industry Relations Events	\$ 10,100.00	\$ 7,130.00	\$ 13,800.00	
1-5615	Rochester Lodging & Hospitality Assn	\$ 900.00	\$ 873.00	\$ 700.00	Golf @ \$95/ea & Xmas party
2-5615	Chamber of Commerce	\$ 1,500.00	\$ 1,074.00	\$ 1,500.00	Dues, Mtgs, Annual Meeting & Golf
3-5615	Chamber Business After Hours	\$ 3,000.00	\$ 300.00	\$ 250.00	BAH Xtra
4-5615	Service Clubs	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	Dues & meetings
5-5615	Downtown Business Association	\$ 50.00	\$ 50.00	\$ 50.00	Dues
6-5615	Rochester Art Center	\$ 150.00	\$ 150.00	\$ 150.00	Annual membership
7-5615	Olmsted County History Center	\$ 150.00	\$ 150.00	\$ 150.00	Dues
8-5615	Community Relations Events	\$ 500.00	\$ 500.00	\$ 1,000.00	MLK Brkfst + other events
9-5615	Rochester on Tour at the Capital	\$ 700.00	\$ 1,513.00	\$ 1,700.00	
10-5615	Public Relations Campaign	\$ 1,000.00		\$ 5,000.00	"Bring It Home" Campaign Materials/Brochure
12-5615	Hospitality Partner Meetings	\$ 350.00	\$ 250.00	\$ 500.00	Hosp. Prtnr mtgs x 4
13-5615	Natl Tourism Week Promotion		\$ 470.00	\$ 1,000.00	DELETE
5620	Other Promotions	\$	\$ 6,500.00	\$ 6,000.00	
1-5620	Newsletter - Bureau Buzz		\$ 6,500.00	\$ 6,000.00	DELETE
Total Communications/Public Relations		\$ 14,100.00	\$ 17,650.00	\$ 26,550.00	

<b>ROCHESTER AMATEUR SPORTS COMMISSION</b>					
5705	Salaries	\$ 155,000.00	\$ 80,660.00	\$ 80,000.00	
5710	Payroll Taxes	\$ 15,000.00	\$ 6,653.00	\$ 7,600.00	9.5% of salary
5715	Employee Benefits	\$ 18,612.00	\$ 7,025.00	\$ 8,150.00	
1-5715	Medical Insurance	\$ 15,212.00	\$ 5,325.00	\$ 6,390.00	
2-5715	Long Term Disability & Life	\$ 3,400.00	\$ 1,700.00	\$ 1,760.00	Combine w/Life Ins. For 2004 comparison
5720	Pension Contributions	\$ 7,707.00	\$ 4,000.00	\$ 4,000.00	
5701	RCVB Funding for RASC	\$ 77,100.00			
	Parking	\$ 1,900.00			\$40/month x 4 employees
	Temporary Help - Event Assistance	\$ 3,000.00	\$		New line in 2005
	Office Rent	\$ 6,000.00			
	Office Improvements	\$ 5,000.00			?
	Accounting	\$ 2,400.00			
	Audit	\$ 4,000.00			
	Internet Hosting	\$ 350.00			
	Internet	\$ 2,400.00			
	Telephone	\$ 4,200.00			Office-\$3700,One Cell-\$500
	Meeting Expenses	\$ 3,500.00			
	MN/Local Sales Calls	\$ 2,000.00			
	Site Tours/ Bid Presentations	\$ 4,000.00			
	Supplies	\$ 2,000.00			
	Postage	\$ 450.00			
	Fees & Dues	\$ 1,500.00			
	Board Insurance	\$ 1,400.00	\$ 562.00	\$ 500.00	
	Travel & Education (AAU & TEAMS)	\$ 13,500.00			?
	Sports Appreciation	\$ 1,500.00			?
	Professional Development	\$ 7,000.00			NASC Portland, OR-Hruska,Boldt,Larsen
	Pre-event Planning Trips	\$ 6,000.00	\$ 1,324.00	\$ 1,200.00	?AAU Gymn in FL, ASA Sr. SB in NE
	Out Services	\$ 5,000.00			
	Miscellaneous		\$ 6,160.00	\$ 3,000.00	moved to temp help
Total Rochester Amateur Sports Commission		\$ 273,419.00	\$ 114,147.00	\$ 104,450.00	
<b>TOTAL EXPENSES</b>		\$ 1,514,619.00	\$ 921,532.00	\$ 1,369,502.00	



## 2005 Marketing Strategies

### CONVENTION SALES

#### **OBJECTIVE:**

Drive group sales leads and bookings that will generate the greatest number of hotel room nights with emphasis on groups that utilize Mayo Civic Center.

#### **GOALS:**

Bids/Leads: 240

Bid/Lead Room Nights: 108,000

Confirmed Bookings: 120

Room Nights Booked: 75,000

Mayo Civic Center Tours: 50

Site Tours: 75

#### **STRATEGIES:**

##### **A) Research and define the destination brand.**

1. Consult and/or hire third party agency to research and brand Rochester.
  - o *Measurable Objective: Increase recognition and generate new interest in the destination. A 6-month timeline will be allowed for project implementation including research.*

##### **B) Increase first-hand experience of the destination to customers.**

1. Coordinate and conduct site tours of MCC and other city meeting, event and lodging venues for qualified potential customers.
  - o *Measurable Objective: Conduct 40 site tours; convert 30% of site tours to confirmed bookings.*
2. Conduct a familiarization tour in coordination with The Reunion Network in September of 2005.
  - o *Measurable Objective: Minimum of 20 qualified attendees that produce 4 leads.*

## 2005 Marketing Strategies

3. Coordinate and conduct a familiarization tour in coordination with HRM Marketing.
  - o *Measurable Objective: Minimum of 20 qualified attendees that produce 4 leads.*

### **C) Prospect and qualify new accounts that can potentially meet in Rochester.**

1. Qualify new convention and event prospects through personal contact at industry related trade shows and conventions.
  - o *Measurable Objective: Qualify a minimum of 30 accounts and 2 leads per trade show (See schedule B).*
2. Identify one major meeting from each market, in coordination with hospitality partners, that will receive priority in solicitation.
  - o *Measurable Objective: Tour 100% of related meeting planners.*
3. Conduct a minimum of one scheduled client event, in coordination with hospitality partners, in the Twin Cities area targeting associations headquartered in Minnesota.
  - o *Measurable Objective: Produce 2 sales leads.*
4. Maximize membership in state industry associations where contact can be made with meeting planners and association executives.
  - o *Measurable Objective: Sales membership and monthly participation in MSAE and MN-Chapter SGMP meetings and events.*
5. Conduct three regional sales missions to feeder cities (Chicago, Madison/Milwaukee, Des Moines/Cedar Rapids) in coordination with hospitality partners.
  - o *Measurable Objective: Qualify a minimum of 20 accounts per mission to produce 2 leads each.*
6. Retain HRM Marketing as a third party lead generation agency.
  - o *Measurable Objective: 10 new leads per month.*
7. Minimize print advertising in trade magazines & publications.
  - o *Measurable Objective: Ad placement in publications outlined on Schedule B.*
8. Conduct two sales missions to the Twin Cities in coordination with hospitality partners.
  - o *Measurable Objective: Complete 70 sales calls per mission.*

### **D) Maximize sales and service efforts through efficient use of technology and availability of collateral materials that drive sales.**

1. Consider additional training to RCVB staff on CVBreeze software for database sales and service related activities; or consider replacing CVBreeze, to create an effective trace and measurement system.
  - o *Measurable Objective: Assign an investigative committee to weigh options and provide recommendation to the BOD.*
2. Produce and distribute a Mayo Civic Center facility fulfillment piece.
  - o *Measurable Objective: Create and publish 2,000 Mayo Civic Center facility guides.*
3. Create a destination CD/DVD to distribute to meeting planners and utilize during presentations.
  - o *Measurable Objective: Distribute 200 CD/DVDs.*
4. Update Meeting Planning Guide to include "how to" tips for volunteer planners.
  - o *Measurable Objective: Distribute a minimum of 2,000 Meeting Planning Guides to meeting/event planners.*
5. Develop a direct mail campaign to a list of qualified meeting planners with incentive.
  - o *Measurable Objective: Receive 3% response rate.*

**E) The Rochester Amateur Sports Commission (RASC) will solicit and acquire all sports events.**

1. Reallocate sales staff and funding to the RASC.
  - o *Measurable Objective: 100% participation in RASC initiatives.*

### **CONVENTION SERVICES**

**C) Assist incoming groups in marketing the destination to maximize attendance for their meeting in Rochester.**

1. Recruit and train a corps of volunteers for intermittent staffing of the kiosk area during peak event dates, assisting with staffing needs for convention and sports groups.
  - o *Measurable Objective: Recruit, train and maintain a minimum of 20 volunteers.*
2. Encourage the RCVB's pre-promotional email page to be used by event planners in an email broadcast to their membership promoting Rochester as the site of their next meeting.
  - o *Measurable Objective: Increase usage by 10%.*
3. Develop and distribute "Convention Alerts" to the business community prior to the arrival of large convention groups to increase awareness and allow enough lead-time for businesses to consider their staffing levels.
4. Create a recognition program in retail storefronts and other convenient locations near convention sites welcoming the specific group to Rochester.
  - o *Measurable Objective: Distribute "Alerts" a minimum of 2 weeks prior to large or city-wide events.*
5. Provide the Post-Bulletin with the convention calendar for weekly publication in the Business Section of the Monday newspaper as a consistent communication source of incoming convention and sports events.
  - o *Measurable Objective: Convention calendar published weekly in Post Bulletin.*
6. Creation of a pre-promotional presentation that can be used to build excitement for the destination.
  - o *Measurable Objective: Completed pre-promotional presentation that is ready for distribution and use in bid presentations and by incoming groups as requested.*



### **TOURISM MARKETING**

#### **OBJECTIVE:**

Minimize initiatives in 2005 to fund research that will direct future marketing while maintaining a positive experience for the incoming visitors.

#### **GOALS:**

Visitor Guide Requests: 30,000

Web Site Visitor Sessions: 140,000

#### **STRATEGIES:**

##### **A) Increase awareness of Rochester as a state and regional tourism destination.**

1. Schedule diversified marketing that reaches the regional demographic drive-area within a 250-mile radius. (Schedule B)
  - *Measurable Objective: Increase ad/promotional inquiries by 10% over 2004 levels.*
2. Accumulate data from research associated with the rebranding to guide future initiatives.

##### **B) Maintain, update and promote the Rochester CVB web site using it as a proactive means of promoting Rochester as a leisure destination.**

1. Integrate Travel Hero, an on-line booking engine, into the RCVB web site to facilitate reservations at participating hotels.
  - *Measurable Objective: Book 1,500 rooms through the CVB site.*

##### **C) Provide high quality, useful information to inquiring visitors.**

1. Update and publish 2006 Rochester Travel Planner & Visitors Guide as the official Rochester visitor fulfillment and tourism promotion print publication.
  - *Measurable Objective: Distribute a minimum of 100,000 guides.*
2. Publish 2006 in-hotel Visitors Guide to all Rochester hotels.
  - *Measurable Objective: Distribute 40,000 guides.*
3. Distribute Travel Planner & Visitor Guide local, state, regional and national distribution sites. (Schedule C)
  - *Measurable Objective: Maintain presence and inventory in designated and requesting distribution sites.*

##### **D) Maximize membership with professional affiliations relating to tourism.**

1. Participate in only memberships that will produce results in marketing Rochester as SE Minnesota hub.
  - *Measurable Objective: Monetary contribution to Southern MN Tourism Association and participation on their Executive Committee.*

## PUBLIC RELATIONS

### OBJECTIVE:

Increase awareness, appreciation and support of the Rochester CVB and the area hospitality industry to increase sales through local volunteers.

### STRATEGIES:

#### **A) Develop local "Bring It Home" campaign to inspire local people to become involved with the RCVB in its solicitation of convention groups.**

1. Present to local service clubs and organizations focusing on their role and impact to the convention sales effort.
  - *Measurable Objectives: 12 presentations per year.*
2. Educate the local business community on the role of a CVB through the production and distribution of a quarterly newsletter focusing on the activities and results of the RCVB as well as changes in our local hospitality community.
  - *Measurable Objectives: Newsletter distributed quarterly to a minimum of 2,000 local business professionals.*
3. Increase local business awareness of the RCVB as an organization and the economic impact of conventions and tourism.
  - *Measurable Objectives: Host Chamber Business After Hours to provide a forum to communicate the "bring it home" message.*
4. Communicate campaign through RCVB participation and networking in local service clubs, and civic events.
  - *Measurable Objectives: Produce 6 leads.*
5. Create a flyer/brochure that communicates the "bring it home" message.
  - *Measurable Objectives: Distribute 500 flyers in coordination with presentations and direct contact.*
6. Create talking points to be communicated through monthly radio interviews.

#### **B) Enhance communication and partnership with the Hospitality Industry.**

1. Organize 3 out-of-state sales missions with partners.
  - *Measurable Objective: 2 newly participating properties.*
2. Maximize advertising and promotional opportunities with partners through event and entertainment packages mailed in coordination with the existing quarterly calendar.
  - *Measurable Objective: 20 packages sold per quarter.*

# Rochester<sub>MN</sub>

Convention & Visitors Bureau

## Schedule A 2005 Trade Shows & Travel

### Conventions & Trade Shows

	<u>Location</u>	<u>Month</u>
ACOM	Honolulu, HI	January 6-8
PCMA	Honolulu, HI	January 8-12
Religious Conference Managers Assn	St. Louis, MO	January 24-28
IACVB Destinations Showcase*	Washington, DC	March 3
Nat'l Amateur Sports Commission Convention	Portland, OR	April 19-23
Reunion Network Planner Conference*	St. Louis, MO	May 12-15
Society of Gov't Meeting Professionals*	Sacramento, CA	May 18-21
IACVB Destinations Showcase*	Chicago, IL	June 9
IACVB Annual Convention	San Diego, CA	August 3-6
American Society of Assn Executives*	Nashville, TN	August 13-16
Amateur Athletic Union Annual Convention *	Detroit, MI	October 18-22
TEAMS Conference*	Ft. Lauderdale, FL	November 2-5
Amateur Softball Association	Tucson, AZ	November 12-18

*\*Indicates co-op partnership show*

### Tourism Conventions & Trade Shows

Governor's Conference on Tourism	Breezy Point, MN	January 25-27
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### Convention & Sports Sales Missions to Feeder Markets

State Association Market Monthly Calls	Twin Cities Area	Jan.-Dec.
Sales Mission	Chicago, IL	April
Sales Mission	Milwaukee/Madison	June
Sales Mission	Des Moines/Cedar Rapids	September
Sports Market AAU	Orlando, FL	September
CCJW Headquarters Trip	Brooklyn, NY	tbd
State Association Market - Sales Blitz w/Partners	Twin Cities Area	March 16
State Association Market - Sales Blitz w/Partners	Twin Cities Area	October 27
State Association Market - Rochester Event	Twin Cities Area	tbd
Sports Market USA	Colorado Springs, CO	tbd

### Pre-Promotion

MN Bakers Association	Minneapolis, MN	February 19-20
Midwest Tool Collectors	Decatur, IL	June 16-18
AAU Gymnastics	Orlando, FL	June 8-12
Buick Club of America	Batavia, NY	July 6-10

### Convention Industry Events

SGMP Golf Outing  
MSAE Golf Outing  
SGMP Holiday Luncheon  
MSAE Holiday Luncheon

# Rochester<sub>MN</sub>

Convention & Visitors Bureau

## Schedule B

### 2005 Print Advertising Schedule

<u>Convention Advertising</u>	<u>Circulation</u>	<u>Insertions</u>
Sports Travel	9,624	1
Midwest Meetings	28,000	2

<b>TOTAL:</b>	<b>37,624</b>
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<u>Tourism Advertising</u>		
Midwest Vacation Guide	4,100,000	1
Midwest Living	825,133	1
MN Statewide Guide	350,000	1
Explore Southern MN Guide	160,000	1

<b>TOTAL:</b>	<b>5,435,133</b>
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<u>Group Tour/Motor coach Advertising</u>		
Brochure File Folder	10,000	1
<b>TOTAL:</b>	<b>10,000</b>	

# Rochester<sub>MN</sub>

Convention & Visitors Bureau

## Schedule C

### 2005 Visitor Guide Distribution Sites

Mayo Clinic Information Desks  
St. Mary's Hospital  
Rochester International Airport  
Rochester Area Chamber of Commerce  
Rochester Convention & Visitors Bureau  
Mayo Civic Center  
Rochester Convention & Visitors Bureau Kiosk  
Albert Lea TIC  
Anchor Lake TIC\*  
Beaver Creek TIC  
Dresbach TIC  
Fisher's Landing TIC\*++  
Grand Portage Bay TIC \*++  
Moorhead TIC  
Orr TIC\*  
St. Cloud TIC\*  
St. Crois TIC  
Worthington TIC\*++

*\* Travel Information Centers operated in partnership with a local tourism organization.*

*++Open Seasonally*